

TAB

DCI/ICS 81-2064
11 June 1981

MEMORANDUM FOR: [REDACTED]
D/OCS

FROM: [REDACTED]
Program Assessment Office

SUBJECT: User Survey--Status Report

1. DIA, having advised the Secretary of Defense of its participation in the Consumer Survey Working Group and having provided him with a copy of the questionnaire and the DCI's letter to respondents, advised [REDACTED] that Secretary Weinberger had no objections to DIA involvement in this project. Accordingly, distribution of the questionnaires by DCD, assisted by members of [REDACTED] staff and IC Staff personnel, was begun early this week and is well underway. Initial reactions thus far have been favorable. For example, former Secretary of Defense Harold Brown, who was about to depart the country on a business trip, filled out part of the questionnaire and told the person that delivered it to him that he would wish upon his return to give the matter far more consideration and prepare an essay type reply in addition to answering specific questions. A similar reaction was obtained from Robert Komer, former Under Secretary of Defense for Policy. [REDACTED] have all advised that they have received no unfavorable reactions.

2. A meeting of the Consumer Survey Working Group will be held at the CHB Monday, 15 June to prepare for the formatting of the data from the questionnaire and to make sure that it will be retrievable by the ICS (i.e., DSG) as well as by CIA/NFAC. Further meetings will be held to discuss the scheduling of the interviews and the formatting and analysis of that data as well.

Attachment:
User Survey

All portions of the
document are UNCLASSIFIED.

SUBJECT: User Survey--Status Report

Distribution: (DCI/ICS 81-2064)

Original - D/OCS (w/attachment)
1 - D/ICS (w/attachment)
1 - DD/ICS (w/attachment)
1 - D/CLLS (w/o attachment)
1 - C/DSG (w/o attachment)
1 - A-D/PGS (w/o attachment)
1 - D/PBO (w/o attachment)
1 - D/STO (w/o attachment)
1 - D/HTO (w/o attachment)
1 - D/PAO (w/o attachment)
1 - PAO
1 - PAO
1 - PAO Subject (w/o attachment)
1 - PAO Chrono (w/o attachment)
1 - ICS Registry (w/o attachment)

25X1

25X1

ICS/PAO, 11 June 1981)

UNCLASSIFIED

Approved For Release 2005/01/10 : CIA-RDP83M00171R000100050007-5

D/PAO

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Consumer Survey

FROM:

Program Assessment Office

EXTENSION

NO.

DATE 7 May 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. A-DD/ICS

Attached are the following:

- A copy of the "Talking Points on Consumer Survey" prepared for John McMahon for this afternoon's meeting.
- A revised list of proposed recipients of the questionnaire; and
- A package containing the draft covering letters to recipients, instructions for completing the questionnaire, and the questionnaire itself.

McMahon does not plan to table the list of proposed recipients at this meeting nor, to the best of my knowledge, to engage in any lengthy discussion on the questions themselves save to assure the DCI that Admiral Inman's concerns about Question 13 have been taken into account. I think you will find that the backgrounder prepared for McMahon and the paper prepared for you will provide you adequate information for the meeting. Please let me know if there is anything further I can do.

N.B. I shall see to it that [redacted] are placed back on the list of recipients.

UNCLASSIFIED

Approved For Release 2005/01/10 : CIA-RDP83M00171R000100050007-5

A/B

4 May 1981

Talking Points on Consumer Survey

1. Past Surveys. There have been a few surveys in the past to obtain policy community appraisals of intelligence products, but the results have not been very useful to intelligence producers.

- Past surveys have been narrow and fragmentary in terms of subject matter and people surveyed.
- Have tended to rely heavily on one-time interviews and were impressionistic and subjective.
- Were not professionally designed and did not produce objectively measurable results.
- Did not have involvement of intelligence producers and the results lacked credibility and were of little use to intelligence producers.

2. This Survey.

- Is a joint effort of the Intelligence Community. Was designed by intelligence producers of CIA, DIA, NSA, and State Dept. and the Resource Management Staff; was coordinated within their organizations; and was approved by the Interagency Working Group on Intelligence Production, which reports to the DD/NFA. (In NFAC, for example, the suggestions of Office Directors and NIOs were incorporated in the questionnaire.)

- Was designed with the help of a CIA psychologist with training and experience in designing questionnaires.
- Will provide a body of controlled and measurable data that can be used in a wide variety of ways by correlating the answers to different questions.
- Will offer the opportunity for a number of follow-up interviews to gain additional information.
- Offers a strong likelihood of being credible to Intelligence Community managers and useful for identifying specific strengths and weaknesses in the quantity, quality, and usefulness of intelligence support to policymakers.
- Forms a basis for possible future or more regular evaluation surveys of current consumers.

3. Item 13 of the Questionnaire. Mr. Casey noted Adm. Inman's comment that the listed NSA publications are not finished intelligence.

- We propose to remove the words finished intelligence and refer to the listed documents simply as publications of the Intelligence Community. This should remove Adm. Inman's objection and still achieve the purpose of question 13.

4. Control and Security of the Questionnaire.

- Each questionnaire will be under the continuous control of a DCD officer, who will explain handling procedures and security matters to recipients. 2

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-- We plan to mark the questionnaire Confidential (when filled in). The DCD officers will handle any situation that might require higher classification.

5. Questionnaire Printing and Cover Letters.

-- The questionnaire will be printed and will have a professional appearance. It will be produced by CIA/OCO graphics designers.

-- We intend each questionnaire to have a cover letter signed by Mr. Casey. There are two versions of the cover letter-- one for the very highest level recipients and one for all others.

-- We are not certain that Mr. Casey noticed the cover letters, as they were on the bottom of the package he saw. You might want to bring them to his attention.

6. Legality. For your information, the legality of this effort has been okayed by OGC--

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MEMORANDUM FOR: Admiral B. R. Inman, USN
Deputy Director of Central Intelligence

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FROM:
Director, Intelligence Community Staff

SUBJECT: Consumer Survey

1. Paragraph 1 of the memorandum addressed to you by Bruce Clarke (Subject: Consumer Survey--NFAC 1805-81) states quite correctly that the Consumer Survey Questionnaire "was prepared on a Community wide basis under the joint auspices of the Resource Management Staff and the Interagency Working Group on Intelligence Production." My initial interest was to obtain a better perception of the degree to which key policymakers were dependent upon intelligence in the formulation of their decisions, the types of intelligence information reports and finished intelligence they used, and the degree of their satisfaction with these products. Given a representative sampling of policymakers, we hoped to be able to identify ~~steps~~ ^{problems} in either collection or production which ~~could~~ ^{might} possibly be rectified by a redirection of resources. I still believe that the questionnaire might serve these purposes but have certain reservations concerning this project. These are:

a. There is a risk, as Bruce Clarke has pointed out in Paragraph 3 of his memorandum, that the dissemination of this questionnaire to such a large number of people might inevitably be leaked to the press which could, by speculation and false interpretation, distort the purposes of the survey, thus causing possible embarrassment to the DCI and the Administration.

b. Although the "Instructions for Completing the Questionnaire" (Attachment) requests recipients to keep their written responses unclassified, there is the possibility that respondents might unwittingly include in their replies classified information, disclosure of which might be embarrassing or damaging to the U.S. Government.

c. The list of recipients is far too big and includes many individuals such as staff directors and executive officers who are mere conveyers of intelligence information to policymakers and whose opinions would be of little interest to us.

2. I would propose that if you concur in the usefulness and validity of conducting this survey, the following changes be made:

a. The list of recipients be considerably reduced by eliminating all those whose opinion would not be relevant to the purpose of the survey. One should attempt, where possible, to concentrate on individuals who are either still in their former positions, in other government posts, or who at any rate still maintain their access to classified information.

b. The members of the Community Working Group who prepared the questionnaire should hand carry them to recipients in the Washington area and pick them up by prearrangement. It might also be possible for similar arrangements

[REDACTED]

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[REDACTED]

25X1

[REDACTED]

25X1

PAO Subject

9 April 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Consumer Survey

1. In accordance with our conversation with [] Wednesday afternoon, 8 April 1981, I telephoned [] the morning of 9 April and advised him that, according to [] had certain reservations concerning the consumer survey. It was [] perception from his conversation with [] that the DCI might be reluctant to endorse the mailing of our questionnaire to such a large group of key officials of the former Administration. [] and the Working Group are not unaware of the potential political overtones of this endeavor. These have been clearly spelled out in the draft memorandum to the DDCI with the Working Group's consensus that the dangers of a political blow-back are not great.

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2. [] also pointed out the possible security problems of having such a questionnaire, and above all, the answers to it, being so widely disseminated despite the fact that respondents would be instructed to make their "written responses unclassified." This was a problem of which we were well aware and one which was of primary concern to [] was also concerned, as I told [] that the list of recipients was too large and that some of the individuals listed were inappropriate.

25X1

3. [] would be prepared to recommend [] that rather than mailing the questionnaires, we first contact a select group of respondents who are still in government or connected with it (perhaps through contractual relationships) and arrange for personal interviews with them based on the questionnaire. I was charged to ascertain [] reaction to these proposals.

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4. [] replied that past experience had shown that interviews might lead to replies that were too general, too impressionistic, and too unstructured, despite the fact that the interviewer might be talking from a questionnaire; we tend to agree. In his opinion, it was absolutely essential that the respondent be given the opportunity to fill out the questionnaire alone. He went on to say that I was apparently unaware of the fact that after his conversation early this week with [], he had briefed Bruce Clarke on [] reservations concerning this project and that Bruce had then telephoned [] on Tuesday, 7 April. It was Bruce's impression [] from his conversation that [] had been prepared to sign the joint memorandum to the DDCI.

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N/B

SUBJECT: Consumer Survey

25X1 5. We might be able to meet both [] concerns by arranging for members of the Working Group (with PAO/PGS participation) to hand-carry the questionnaires to respondents in the Washington area and to pick them up by prearrangement. It was also suggested that similar arrangements could be [] in other metropolitan areas.

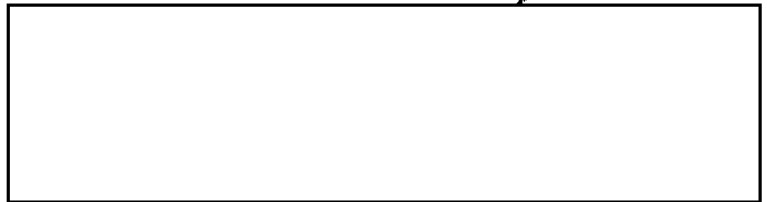
25X1

25X1 6. [] has proposed that the decision be left to Admiral Inman; that [] forward the package to the latter but, in a separate memorandum, spell out his concerns and recommendations for any changes he might wish. All of this, of course, is on the assumption that [] is still prepared to have the IC Staff participate in this survey providing that his reservations have been taken into account.

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7. All portions of this memorandum are UNCLASSIFIED.

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SUBJECT: Consumer Survey

Distribution:

Orig-D/PAO

1-DD/PAO

1-PGS

1-PAO

1-PAO

1-PAO Subject

1-PAO Chrono

25X1

25X1

DCI/ICS/PAO [redacted] -04/09/81)

PAO Subject

1 April 1981

25X1 NOTE FOR: [redacted]
Director, ICS

25X1 VIA: [redacted] *for*
Director, PAO

25X1 FROM: [redacted]
Deputy Director, PAO

SUBJECT: Consumer Survey

Early versions of the questionnaire contained questions on specific countries. Despite ICS preference for inclusion, the rest of the group was opposed and these questions were removed (with the acquiescence of our representatives).

I believe that a question on specific countries would greatly increase the value of the survey to the ICS. When I went on one of the early survey interviews, I personally found that the insights provided on specific countries were the most useful since there were large differences from country to country within a region. I also feel that follow-up discussions with both producers and collectors will be greatly enhanced if we can talk about specific countries vice regions.

25X1 At my request, [redacted] has prepared a question that would accomplish ICS objectives on specific countries (see attachment). The major objective cited in opposition to such a question by the other working group members was that the level of detail requested was not appropriate. To accommodate these concerns, we have restricted the question to "those countries that are very important in your work" and have further restricted the answer to at most eight countries. If the survey respondent is very busy, the wording would easily permit him to skip this question.

25X1 [redacted] has discussed my proposed question with [redacted] remains opposed to its inclusion. PGS is of the opinion that the questionnaire as presently constituted would provide adequate information to capture the type of data which PAO wishes on the Third World. They believe that any additional information PAO requires on specific Third World countries could be obtained during the interview process and that our insistence on having the additional question included would unnecessarily delay the project. Both [redacted] share PGS's view

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N/B

SUBJECT: Consumer Survey

25X1 that much of the information PAO requires on the Third World can be acquired through the questionnaire in its present form and via interviews. However, they do not share view that the additional question would cause confusion and alienation of respondents, and believe that it would yield information which might otherwise be lost.

Recommendation: That you call Bruce Clarke on this and express your strong interest in adding the attached question.

Attachment



25X1

SUBJECT: Consumer Survey

Distribution:

Orig-D/ICS

25X1

1-A-DD/ICS

1-D/PAO

1-DD/PAO

25X1

1-PAO

1-PAO

1-PGS

~~1~~-PAO Subject

1-PAO Chrono

25X1

DCI/ICS/PAO -04/01/81)

28.1 please list those countries that are very important in your work, then rate the quantity, overall quality and usefulness of the intelligence you received on them.

<u>Country</u>	<u>Quantity</u>	<u>Quality</u>	<u>Usefulness</u>
	1. Excessive 2. Sufficient 3. Insufficient 4. Did not receive	1. Excellent 2. Good 3. Fair 4. Poor	1. Very useful 2. Fairly useful 3. Not particularly useful 4. Not useful at all

DCI/ICS 81-2032

30 March 1981

MEMORANDUM FOR: [redacted]
Director, Intelligence Community Staff

VIA: [redacted]
Director, Program Assessment Office *ant*

FROM: [redacted]
Program Assessment Office

SUBJECT: Joint RMS-DD/NFA User Survey -- Status Report

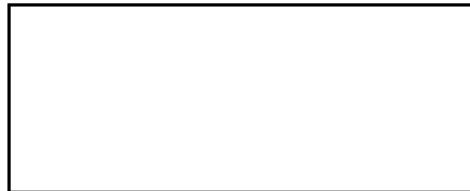
1. As you are aware, [redacted] of PAO, and [redacted] of PGS, have been members of an ad hoc working group consisting of representatives of NFAC, NSA, DIA, and the Psychological Services Staff of CIA's Office of Medical Services in drafting a questionnaire to be submitted to policymakers of the former Administration requesting their views on the intelligence support they have been given. This initiative had been blessed by the Interagency Working Group on Intelligence Production under [redacted] chairmanship. After two months of rather intensive effort, the Ad Hoc Working Group has completed the questionnaire and a list of former policymakers to which it will be submitted. Bruce Clarke is presently reviewing both the draft questionnaire and the list of recipients, and I hope to have the final version of both ready for referral to you within the next day or two. Both [redacted] who has, in his capacity of D/PGS and RMS Representative to the Interagency Working Group on Intelligence Production, been intimately involved in this project), are agreed that any such user survey directed to senior officials of the former Administration must receive the blessings of the DCI and I thoroughly concur in this view. Two versions of a letter from the DCI to the proposed recipients of the questionnaire have been drafted. They, along with a background paper on the joint survey, are also presently being reviewed by [redacted] and final versions will be submitted to you along with the questionnaire and list of recipients.

N/B

SUBJECT: Joint RMS-DD/NFA User Survey -- Status Report

2. If you approve that package of materials, it is proposed that a memorandum be prepared to the DDCI from you and Bruce Clarke recommending the DCI grant approval of this survey and sign the letter to the proposed recipients.

3. All portions of this memorandum are UNCLASSIFIED.



25X1

/

SUBJECT: Joint RMS-DD/NFA User Survey -- Status Report

Distribution: DCI/ICS 81-2032

Orig-D/ICS

1-D/PAO

1-D/PGS

1-C/DSG

1-PAO

1-PAO

1-PAO Subject

1-PAO Chrono

1-ICS Registry

25X1

25X1

DCI/ICS/PAO: [REDACTED] -03/30/81)

PAO Subject

Resource Management Staff

DCI/RM 81-2015

6 February 1981

MEMORANDUM FOR: [redacted]
Special Assistant to DD/NFA for Community Interests

FROM: [redacted]
Program Assessment Office

SUBJECT: RMS Third World COMINT Study

As I told you earlier, the Program Assessment Office (PAO) of RMS has contracted with [redacted] for a study to describe the contribution of various COMINT collection systems to intelligence on the Third World; to develop statistical relationships between collection resource inputs and reporting output over CY 1979-1980; and to provide an in-depth review of the dynamics of the COMINT system during two recent crises- [redacted]

A portion of this study will investigate the degree to which COMINT on the Third World contributes to finished intelligence such as the National Intelligence Daily (NID) and other NFAC products, and an assessment of what COMINT products were useful to NFAC analysts in the two crises mentioned. In order to accomplish these tasks, I should be grateful if you could arrange for [redacted] Principal Investigator for AAC on this study, to talk with representatives of the Office of Current Operations (OCO), the Collection Requirements and Evaluation Staff (CRES), the Office of Political Analysis (OPA), and the Office of Strategic Research (OSR). As you know [redacted] has already established informal contact with [redacted] of OCO. Since we are eager to move forward with this COMINT study as fast as possible, it would be helpful if you could, at your earliest convenience, facilitate contacts with these offices. If you or any members of your staff have any further questions on this effort, please call either me or [redacted] of this office, who is the Contract Monitor.

All portions of this memorandum are UNCLASSIFIED.

SUBJECT: RMS Third World COMINT Study

Distribution: DCI/RM 81-2015

25X1

Orig-Addressee [redacted]

1-D/PAO

1-DD/PAO

25X1

1-PAO [redacted]

1-PAO

1-PAO

1-PAO Subject

1-PAO Chrono

1-RM Registry

25X1

DCI/RM/PAO [redacted] -02/06/81)

To: PM
I-R: HG

ITEMS FOR DISCUSSION AT WORKING GROUP MEETING

4 February 1981 - 1000

1. Objectives of participating organizations
2. Questions to be addressed in Survey
 - RMS original questions
 - RMS revised questions
 - Other proposed modifications
3. Format of Survey
 - Mailed questionnaire w/return envelope
 - Mailed questionnaire w/personal interview
 - Personal interview w/questionnaire
 - Personal interview
4. Who should be contacted
 - RMS list
 - Add production organizations suggestions
5. Procedure
 - Working Group draft proposal
 - questions
 - format
 - participants
 - Coordinate this with DIA, CIA, INR & NSA
 - Use Interagency Working Group on Intelligence Production
 - Adjust draft where appropriate
 - Obtain approval of DD/NFA and DD/RMS
 - Administer Survey
 - Analyze & tabulate results
 - Disseminate report

RMS Review of Third World Intelligence

REASON: The continuing need to evaluate the adequacy of resources allocated for intelligence collection and production on the Third World.

OBJECTIVES: To attempt to identify consumer requirements for intelligence on the Third World; the resources devoted to collection, processing and production of intelligence on this area; the output, in terms of intelligence information reports and finished, evaluated, all-source intelligence products, and the degree of user satisfaction with these outputs.

a

b

c Survey

APPROACH:

1. The initial phase will consist of several component studies (listed below), all of which, to some degree, are concerned with the requirements for, the resources devoted to, the outputs from, and user satisfaction with intelligence on the Third World.

- o Intelligence User Survey on the Third World: A combined RMS, NFAC, CT effort to interview a sample of senior policymakers to determine their need for information on the Third World; the degree to which they depend for such information upon the Intelligence Community; the type of intelligence output (serialized reports, finished studies, etc.), they find most useful, and their degree of satisfaction with the intelligence being provided them.
- o Third World COMINT Study: Being conducted under contract by [redacted] for the Program Assessment Office (PAO) of RMS is meant to describe the contribution of various SIGINT collection systems to U.S. intelligence on the Third World; develop statistical relationships between collection resource inputs and reporting output over CY 1979-1980; and provide an in-depth review of the dynamics of the SIGINT system during two recent crises--the [redacted]
- o Crisis Anticipation: This effort is to determine the feasibility of creating a mechanism within the Community to focus selectively collection and production resources on likely Third World areas considered most vulnerable to crises affecting basic U.S. interests. One approach would be the creation of a Crisis Area Watch List (CAWL) as outlined in the RMS study on National Foreign Intelligence Program Support to Contingency Forces.

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- o Output Census: This study seeks a comprehensive documentation of the flows of substantive intelligence outputs from individual NFIP sources of supply to non-NFIP consumers and, secondly, to other Community suppliers. Such a Community-wide determination of who is supplying how much of what kinds of intelligence to whom may be expected to yield valuable factual insights concerning both sides of the market for Third World intelligence analyses and information reports. The study is intended to be descriptive, rather than evaluative or ~~narrative~~ ^{normative} in tone.
- o Defense Attache System: The HUMINT Tasking Office, in conjunction with RMS, is conducting a review of the responsiveness of reporting of the Defense Attache System to both departmental and national needs in order to ascertain the advisability of augmenting attache presence in the Third World.

2. The second phase will attempt to integrate the pertinent results of the component studies and identify collection and production deficiencies which might be corrected by a reallocation of resources.

PAO Subject

DCI/RM 81-2014

4 February 1981

MEMORANDUM FOR: [redacted] Associate Deputy to the DCI for Resource Management

VIA: *for* [redacted] *As* Director, Program Assessment Office

FROM: [redacted] Program Assessment Office

SUBJECT: The RMS/PAO Review of Third World Intelligence -- Status Report

1. I have already briefed you on the highly useful meetings I and other representatives of RMS have had with [redacted] concerning our proposed review of Third World intelligence, and particularly NFAC's desire to collaborate with us on the Intelligence User Survey on the Third World and our Intelligence Output Census. On Thursday afternoon, 29 January, [redacted] briefed his Interagency Working Group on Intelligence Production on these RMS efforts as well as on our intention to consider the advisability of creating a Community Crisis Area Watch List (CAWL). [redacted] who attended that meeting, has informed us that NFAC is now committed to cooperating with us on these initiatives. [redacted] further reported that the representatives of DIA present at the Interagency Working Group meeting had several questions concerning our proposed study, but that there appeared to be no insurmountable problems in obtaining DIA cooperation.

2. On the morning of Thursday, 29 January, I chaired a meeting of representatives of RMS, CT/STO, CT/HTO and the NCPO to brief them on our proposed studies and to solicit their comments and cooperation. Both they and [redacted] had been given a copy of our informal outline, "RMS Review of Third World Intelligence." Prior to the Thursday morning meeting, [redacted] Deputy Director of HTO, expressed concern that we had not formally coordinated the initial pilot survey of some 12 policymakers in the Department of State and the NSC. I explained that this had been an oversight, that we were fully aware of HTO's legitimate concerns, and

All portions of memorandum are UNCLASSIFIED.

N/B

SUBJECT: The RMS/PAO Review of Third World Intelligence -- Status Report

25X1 would welcome their assistance and cooperation in our survey. Thompson
25X1 offered to make available to us findings of HTO's assessments and FOCUS
studies on the adequacies of HUMINT collection in Third World areas, but
pointed out that his office unfortunately had no people whom he could
delegate to work with us. I said that we were fortunate to have the
assistance of [] and that I would see to it that
they work most closely with HTO on any surveys or interviews concerning
human source collection. [] agreed to attend our Thursday morning
meeting with the proviso that his attendance would in no way be construed
as official CT approval of our initiatives.

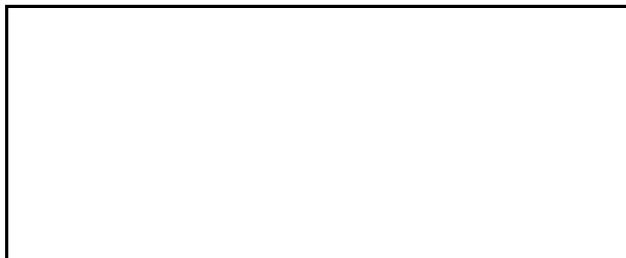
25X1 3. During the Thursday meeting, [] again alluded to our
25X1 failure to have coordinated our initial pilot interviews with HTO, asked
if our Third World review had been coordinated in any way with CT, and
requested that I send him a formal memorandum outlining our proposed study
plan. [] pointed out that you had already discussed our study plan
in general terms with [] and that it was RMS' intention to work
jointly with CT on all aspects of our Third World Survey. We also
mentioned the meeting which [] had held with
[] in which they had briefed him in general terms on PAO's
functions and our proposed study plan. The senior NCPO representative,
[] made several observations and asked a few questions, adding
that he would provide us with NCPO's reaction to our study plan after he
had a chance to consider it further. 25X1

25X1 4. On Monday afternoon, 2 February, representatives of PAO and PGS
met at Langley with [] and representatives of his staff and a
member of the Senior Review Panel, to plan for our further work on the
Intelligence User Survey on the Third World. We were able to clarify a
good number of points and arranged for a further meeting which took place
on Wednesday morning, 4 February, in CHB, with the additional attendance
of a representative from DIA, one from NSA, and one from CIA's Office of
Medical Services. (As you may know, the Office of Medical Services has a
small staff of people who are expert in the drafting of questionnaires and
we concur with NFAC that their assistance in this project would be most
welcome). A small working group will convene again on Friday, 6 February,
to refine the list of individuals to be interviewed and prepare, for
submission to the Office of Medical Services, a draft of a revised
questionnaire. It was apparent that both the DIA and NSA representatives
welcomed this opportunity to work with us on this project from the very
beginning in order to ensure that the special interests and problems of
their organizations be given full consideration.

SUBJECT: The RMS/PAO Review of Third World Intelligence -- Status Report

25X1 5. On Tuesday afternoon, 3 February, I spoke once again with [] 25X1
[] advising him of our continued collaboration with NFAC, offered
him copies of the prospectuses we had prepared on the component studies
for the Third World review, and asked what role HTO cared to play in this
effort. He said that he would have to discuss this further with [] 25X1
[] D/HTO. I pointed out that you had already made available to
[] a list of RMS studies and had received no indication that
our efforts on the Third World posed any particular problems for CT. We
would be glad to make available to [] any further information he 25X1
might wish, but did not believe it necessary to request his concurrence to
these RMS studies since they had already been the subject of previous
discussions between you and [] Thus far, I have heard nothing
further from [] Obviously, it would be helpful to have HTO's
cooperation in the work we are doing, particularly on the Third World User
Survey, since we shall be querying people on the degree to which they use,
and the value they place, on HUMINT.

25X1 6. We have not yet briefed either the DDO or DDS&T (the latter as a 25X1
parent organization for FBIS). I shall discuss with [] and my
colleagues in RMS the best manner of doing this and should I require your
assistance, I will let you know.



SUBJECT: The RMS/PAO Review of Third World Intelligence -- Status Report

Distribution: DCI/RM 81-2014

Orig-AD/DCI/RM

1-D/PGS

1-C/DSG

1-D/PAO

1-DD/PAO

1-PAO

1-PAO

1-PAO

1-PAO Subject

1-PAO Chrono

1-RM Registry

25X1

25X1

DCI/RM/PAO: [REDACTED] -02/04/81)

PAO Subject

DCI/RM 81-2013

2 February 1981

25X1 MEMORANDUM FOR: [redacted]
Associate Deputy to the DCI for Resource Management

25X1 VIA: [redacted] *ant*
Director, Program Assessment Office

25X1 FROM: [redacted]
Program Assessment Office

SUBJECT: Potential Problems in Conducting the RMS/PAO Review
of Third World Intelligence

25X1 REFERENCES: A. My Memoranda of 16 and 22 January 1981 on Meetings
25X1 with [redacted] on the Third World User Survey
B. [redacted] Memoranda for the Record of 26 and 27
January 1981 Concerning Conversations Held by him
and [redacted] 25X1
(See Attachments 1 and 2)

25X1 1. I have already briefed you on the highly useful meetings I and
other representatives of RMS have had with [redacted] concerning our
proposed review of Third World intelligence, and particularly NFAC's desire
to collaborate with us on the Intelligence User Survey on the Third World
and our Intelligence Output Census. On Thursday afternoon, 29 January,
25X1 [redacted] briefed his Interagency Working Group on Intelligence
Production on these RMS efforts as well as on our intention to consider
the advisability of creating a Community Crisis Area Watch List (CAWL).
25X1 [redacted] who attended that meeting, has informed us that NFAC is now
committed to cooperating with us on these initiatives and a meeting has
been arranged for PAO and PGS representatives to meet with [redacted] some
of his colleagues at two o'clock Monday, 2 February, to clarify the Terms
of Reference for these two studies. [redacted] further reported that the
representatives of DIA present at the Interagency Working Group meeting
had several questions concerning our proposed study, but that there
appeared to be no insurmountable problems in obtaining DIA cooperation.

All portions of this
memorandum are UNCLASSIFIED.

SUBJECT: Potential Problems in Conducting the RMS/PAO Review of Third World Intelligence

25X1 2. On the morning of Thursday, 29 January, I chaired a meeting of
25X1 representatives of RMS, CT/STO, CT/HTO and the NCPO to brief them on our
25X1 proposed studies and to solicit their comments and cooperation. Both they
and [] had been given a copy of our informal outline, "RMS Review
of Third World Intelligence" (see Attachment 3). Prior to the Thursday
morning meeting, [] Deputy Director of HTO, expressed concern
that we had not formally coordinated the initial pilot survey of some 12
policymakers in the Department of State and the NSC. I explained that
this had been an oversight, that we were fully aware of HTO's legitimate
concerns, and would welcome their assistance and cooperation in our
survey. [] offered to make available to us findings of HTO's
assessments and FOCUS studies on the adequacies of HUMINT collection in
Third World areas, but pointed out that his office unfortunately had no
people whom he could delegate to work with us. I said that we were
fortunate to have the assistance of [], and that I
would see to it that they work most closely with HTO on any surveys or
interviews concerning human source collection. [] agreed to attend
our Thursday morning meeting with the proviso that his attendance would in
no way be construed as official CT approval of our initiatives.

25X1 3. During the Thursday meeting, [] again alluded to our
25X1 failure to have coordinated our initial pilot interviews with HTO, asked
25X1 if these had been coordinated in any way with CT, and requested that I
send him a formal memorandum outlining our proposed study plan. []
pointed out that you had already discussed our study plan in general terms
with [] and that it was RMS' intention to work jointly with CT
on all aspects of our Third World Survey. We also mentioned the meeting
which [] had held with [] in which
they had briefed him in general terms on PAO's functions and our proposed
study plan. The senior NCPO representative, [] made several
observations and asked a few questions, adding that he would provide us
with NCPO's official reaction to our study plan after he had a chance to
consider it further.

25X1 4. This morning, [] asked me if I had had any reaction yet
25X1 to our Thursday morning meeting and went on to say that he had been
informed by people in NCPO that [] was deeply concerned at
our proposals and had a good number of problems with them. It was
[] impression that we would not receive NCPO's reactions until we
had sent an official memorandum to CT (primarily HTO and NCPO) outlining
more clearly just what it was that we hoped to accomplish by these
studies.

SUBJECT: Potential Problems in Conducting the RMS/PAO Review of Third World Intelligence

25X1 5. Word of our proposed studies reached DIA through [] 25X1
[] DIA's representative on the Interagency Working Group on 25X1
Intelligence Production. At your suggestion, I telephoned []
Friday afternoon, 30 January, and agreed to send him a brief memorandum
concerning our proposed studies. In our conversation, I pointed out that
we felt compelled (among other reasons) to do some work on the Third World
as a result of the great emphasis put on that area by OMB during the FY
25X1 1982 Budget Review. [] was more than aware of that OMB concern. I
told him that we were still refining the scope and nature of our study and
would welcome any suggestions DIA would care to make. This morning
25X1 (Monday) [] telephoned [] to advise him that he had
discussed the Output Census with [] and that the latter had
mentioned it to General Tighe. According to [] Tighe, citing []
25X1 [] DASITT Study, had stated that such a survey, at least as far
as DIA is concerned, was outside the competence of RMS and that he would
not wish DIA to become associated with it.

25X1 6. Although we have gone to considerable trouble informally to
apprise other interested components of the IC Staff and DIA of our
proposed studies, and to elicit their comments and cooperation, it would
appear that there is considerable resistance in the NCPO, HTO and DIA. I
believe that before we go any further, it would be helpful for you to have
a meeting with [] in an effort to obtain HTO and NCPO
cooperation. Separate appeals or memos from PAO to HTO and NCPO would
appear to be unnecessary and inadequate. I would also like to receive
your views on the best way now to seek DIA cooperation.

1/ue



Attachments (3)

- 25X1 1. [] MFR of 26 January 1981
2. [] MFR of 27 January 1981
3. PAO Informal Outline

SUBJECT: Potential Problems in Conducting the RMS/PAO Review of Third
World Intelligence

Distribution: DCI/RM 81-2013

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1-PAO

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25X1

25X1

DCI/RM/PAO [REDACTED] -02/02/81)

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PAO Subject

DCI/RM 81-2009

22 January 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with [] 16 January 1981

REFERENCE: My Memorandum for the Record, dated 16 January 1981; Subject: Meeting with [] on Third World User Survey, 14 January 1981

1. Subsequent to the 14 January meeting between [] members of the Resource Management Staff (see Reference), [] spoke by phone with both [] and me. Several of the causes of confusion--the distinction between the questionnaire on which the Third World User Survey was based and the more general one prepared by []--were clarified. [] understood that we had not deliberately ignored NFAC's desire that we not proceed with interviewing prior to further consultation with [] but rather that there had been an honest misunderstanding on that point. He reiterated in these phone conversations NFAC's desire to collaborate with RMS on this user survey and proposed that we meet again at the earliest possible opportunity.

2. When at Headquarters Friday morning, 16 January, on other business, I handcarried to [] office a memorandum from [] concerning the proposed Crisis Area Watch List (CAWL) which [] wished to obtain as soon as possible. [] was present when I delivered the memo and we took advantage of that opportunity to have a further brief discussion. I told [] that we had briefed [] on our 14 January meeting with him and that [] while reiterating the desirability of obtaining the views of key policymakers who might be leaving office and/or the Washington area, stressed that these initial interviews were meant merely to be a pilot undertaking. No further surveys should be undertaken pending final selection of persons to be interviewed and the drafting of a final questionnaire jointly by RMS and NFAC. [] was pleased to hear this and said that he had spoken only briefly with Bruce Clarke about his 14 January meeting with us and that Bruce was prepared to rely upon [] to work out a suitable arrangement with RMS. []

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SUBJECT: Meeting with [] 16 January 1981

3. [] went on to say that he personally believed a user survey on Third World Intelligence could be of great value to NFAC and that, based on my comments concerning our need for better knowledge of resources devoted to Third World collection, processing, and production, could also serve the needs of RMS and the Community. He was prepared to make [] of his staff available to work with us, even full time, if need be. In answer to [] question as to the status of the pilot interviews already concluded, I told [] that the findings were being collated in RMS and that we should be prepared to discuss them with him and/or members of his staff during the week of 19 January. He said he would look forward to such a meeting and that at that time, we could then determine how best further to proceed. []

4. We next discussed our plans for an Output Census of Intelligence Products. [] had previously been briefed on this and had seen Willi White's prospectus. NFAC has long been interested in obtaining a better insight into the flow of intelligence products outside the Community, and [] on a brief detail to NFAC, had already done some work. Although [] was somewhat skeptical as to the feasibility of quantifying this flow, he was heartily in favor of describing it. We agreed that Willi would get together with him at the earliest opportunity for further discussion of the project and the role which NFAC might play. Such a meeting has been scheduled for Thursday, 22 January. []

5. I briefed [] in general terms on the [] on COMINT Collection on the Third World and promised to send him in the near future a brief note on this effort. This will be done within the next few days. As for the CAWL, [] note and may arrange for him to meet with members of the Interagency Working Group on Intelligence Production. []

6. Although [] will keep Bruce Clarke advised of our discussions and plans, he does not believe it necessary at this time for any formal exchange of memos between [] and Bruce Clarke. []



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25X1

SUBJECT: Meeting with [] 16 January 1981

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DCI/RM/PAO: [] -1/22/81)

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CONFIDENTIAL*PAO Subject
(Address)*

DCI/RM 81-2008

16 January 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with [] on Third World User Survey,
14 January 1981

1. [] met with [], AD/PAO, the undersigned, [] on the afternoon of 14 January for a general discussion of collaboration between RMS and NFAC on those aspects of the PAO study program having an impact on NFAC's field of responsibility and expertise. At my request, [], D/PGS, had previously briefed [] in general terms on [] Output Census, and the joint PAO/PGS proposed survey of key policymakers' use of intelligence on the Third World. A copy of [] memorandum to me of 3 December 1980, entitled "Format for PAO/PGS Consumer Survey" (attached), had been provided to []. We had hoped to schedule this meeting with [] prior to beginning our interviewing of key policymakers (which started on Monday, 12 January) but conflicts in scheduling had not made this possible. [] was prevented by a previous engagement at the Pentagon from attending this meeting.

2. Although our meeting was originally intended to encompass the initiatives listed above as well as the AAC "Third World COMINT Study," and [] investigation into the desirability of establishing a Crisis Area Watch List (CAWL), it did, in fact, focus primarily on a discussion of the interview survey by RMS of policymakers' utilization of Third World intelligence. [] explained that Bruce Clarke, who had read [] 3 December memo on the joint PAO/PGS survey, had been most favorably impressed by it and had expressed approval in principle to NFAC collaborating as an equal partner with RMS in this effort. He added, however, that NFAC was not convinced that there was an overriding urgency to launch this survey immediately although he did understand RMS' desire to obtain the views of key policymakers who would be departing the Washington area imminently. He had been under the impression that he had made known to [] NFAC's desire that we not proceed with the interviews pending further discussion with NFAC. He assumed that since [] had not advised us of [] desire that we not proceed without NFAC participation, there had been some misunderstanding. He also noted that he had been told that morning by an NSC Staff Officer of a questionnaire from RMS which was circulating in the NSC Staff and which [] assumed, dealt with the PAO/PGS Third World Survey. It seemed apparent from further discussion (and this later proved to be so) that the document in question was actually the general questionnaire prepared by [] on policymakers "experiences with the Intelligence Community"

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SUBJECT: Meeting with [] on Third World User Survey, 14 January 1981

during the Carter Administration," which [] Don Gregg on 15 December (copy attached). [] had previously discussed that questionnaire with [] who had suggested that it be referred, prior to dissemination, to experts on survey development in the Agency's Psychology Staff for further refinement. [According to [] agreed that it was important to reach the NSC staffers before they left, and said that he would have no objection to the dissemination of the general questionnaire.]

3. [] went on to say that the IC Staff, removed as it is from the intelligence cycle, might be able to bring a useful degree of objectivity to such user surveys. However, this Staff had neither the contacts nor the expertise to make such surveys meaningful without full cooperation and support from NFAC. Any meaningful user survey must take into account the National Intelligence Topics (NITs) as the driver of intelligence. Such surveys fall clearly within the charter and competence of NFAC. Bruce Clarke, although willing to have his staff cooperate with RMS in our Third World Survey, could not and would not abrogate his rights and responsibilities.

4. [] explained that we had had no desire to bypass NFAC and that we had hoped to be able to meet with [] prior to beginning our survey work. However, time was passing and it was essential that we contact those individuals who would be leaving the Washington area now. [] had given approval to a pilot effort (which had begun this week). We would wish to review our findings with NFAC and to work closely with them in refining the questionnaire and in any follow-up interviews.

5. I explained to [] that many of us in RMS had shared the frustration of intelligence producers and collectors during the budget review at OMB's insistence that more resources be dedicated to Third World collection, processing, and production. Before one could even ascertain the appropriate level of resources to be dedicated to the Third World in the future, one had first to know the level of resources devoted to that area both in the present and in the past two or three years. Only then could one ascertain the degree to which resources for this region had remained steady, declined, or increased in relationship to the overall NFIP effort. Accordingly, we were attempting to do resource trend analyses for both overt and clandestine collection, and production. We would hope at a later stage to attempt to relate resources to output. Noel had not been aware of this and thanked us for the explanation.

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25X1 SUBJECT: Meeting with [] on Third World User Survey, 14 January 1981

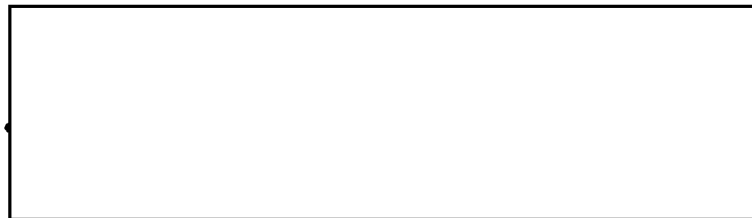
25X1 6. [] also asked how our Third World efforts related to the
25X1 Contingency Study. [] indicated that most of the resource
implications of the study were being handled through the DCI's Guidance,
but noted we were also interested in pursuing the procedural
recommendation concerning the CAWL. After some discussion, [] agreed to
solicit comments from members of the Interagency Working Group on
Intelligence Production on the CAWL concept.

25X1

25X1 7. It is apparent that until we have resolved the nature of the
25X1 RMS/NFAC collaboration on the Third World User Survey, it would be
inappropriate, if not impossible, to discuss our other Third World
initiatives and the Output Survey. [] wished to talk further with []
[] with Bruce Clarke, and said he would welcome another meeting
with us at the earliest possible time to resolve these differences. In
conclusion, he told both [] and me that, for the first time, the
Director of NFAC (Bruce Clarke) was open to working with RMS on matters of
mutual interest. This had not been so under Clarke's predecessors.
However, if such collaboration were to take place, NFAC must clearly be an
equal partner.

25X1

25X1



Attachments:

- 25X1 1. [] Memorandum dated 3 Dec. 1980
2. [] General Questionnaire

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25X1 SUBJECT: Meeting with [] on Third World User Survey, 14 January 1981

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25X1 DCI/RM/PAO:H []-01/16/81)

SECRET

WORKING PAPER

18 December 1980

MEMORANDUM FOR: [redacted]
Acting Director, Program Assessment Office

FROM: [redacted]

SUBJECT: [redacted]
Third World [redacted]

Following is a status report on some of the Third World initiatives we are engaged in:

1. SIGINT Collection Against Third World Targets-- [redacted] Contract Effort: As a result of conversations which [redacted] had with [redacted] [redacted] recast the draft letter to [redacted] (Deputy Director for Programs and Resources) proposing that you meet with him during the first week of January to discuss our proposed study. It was apparent from the conversation with [redacted] that an earlier meeting would have put an unwarranted burden on NSA. A copy of [redacted] (which I signed for you) is attached. [redacted] are scheduled to meet with [redacted] and me at 1100 Friday, 19 December. We would hope that you would join us if your schedule permits. [redacted]

2. Third World Umbrella Study: [redacted] have drafted a questionnaire to be used for interviewing policymakers and this questionnaire has been approved by both [redacted] and me. A copy is attached. They have also drawn up a candidate list of key personnel to be interviewed (attached). This list, as presently constituted, must be further refined and narrowed down. This will be done in the next day or two and will then be referred to you, [redacted] and the sixth floor for comment and approval. We will, hopefully by your return, have received [redacted] concurrence to discussing these questionnaires and interviews informally with pertinent CT representatives. [redacted]

3. [redacted] and I reviewed his prospectus on the CAWL with [redacted], who has arranged for [redacted] to discuss this project informally right after Christmas with General Larkin, Deputy Director, DIA. [redacted]

4. [redacted] is scheduled to meet with [redacted] Monday, 22 December, and will, at that time, brief Noel on [redacted] Output Survey, John's CAWL, and our Third World Umbrella project with specific reference to our survey of key policymakers. [redacted]

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SUBJECT: Third World (U)

5. DDO Trend Analysis: Al Hutchins and I met with [redacted] DDO/EPDS, and [redacted] CIA Comptroller's office. We discussed with them our desire to learn a bit more about DDO's method of resource allocation. It was apparent that [redacted] was perfectly willing to cooperate but that [redacted] mindful of John McMahon's deep distrust of CT was, not very subtly, urging caution upon [redacted] [redacted] was able to learn a bit more about the DDO and the problems interent in determining the resources dedicated to Third World collection. We agreed that we in RMS would think over the information provided us by [redacted] and return to him right after the Holidays for further informal discussion. We emphasized that at this juncture we wished to keep our contacts as informal as possible; it would be premature at this time to make any formal requests for information until we have more carefully delineated the problems and ascertained the degree to which the DDO could help, should it be willing to do so.

25X1

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Attachments

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25X1

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7 Nov 1980

TOPIC: Third World Intelligence

REASON: Continuing need to evaluate the adequacy of resources assigned to intelligence collection and production in the Third World.

OBJECTIVES: The purpose of this study is to identify the resources devoted to collection, processing and production of intelligence on the Third World and to examine the productivity and effectiveness of these activities. This should provide a basis for considering alternative allocations of resources to improve Third World intelligence collection and production within the framework of the FY83 program review.

APPROACH:

The study will consist of three parts: (1) a review of user needs and current intelligence requirements, (2) a resource and output identification stage, and (3) an output valuation and user satisfaction.

Part I - Review of User Needs and Current Intelligence Requirements

In this part, we will identify the intelligence needs in the Third World as expressed in such documents as the DCID 1/2 and the National Intelligence Topics.

Part II - Resource/Output Identification

In this part, we will integrate the findings of the component studies (listed below), and relate output to the resources devoted to intelligence collection, processing and production in the Third World. These related studies, although free-standing, will be structured to be compatible with each other for achieving cross-program objectives. Compatibility will be achieved through use of consistent time frames (FY80), data format, and target countries as appropriate. The other studies include:

DDO Trend Analysis - will trace the allocation of resources in money and manpower to the clandestine collection of intelligence on specific Third World countries, the number of serialized reports produced and their value to the consumer.

25X1 [] identifies COMINT collection resources devoted to collection against Third World targets in FY 1980 and the COMINT output on those targets during the same period of time. One or two case studies of recent Third World crises will be part of this work. These cases studies will focus on COMINT resources devoted to crisis support pre, trans and post crisis and their relative contributions.

Intelligence Outputs Census - seeks a comprehensive accounting of the flow of intelligence from community suppliers to non-community consumers. Who is supplying how much of what kind of intelligence to whom? Flows concerning the Third World will be identified.

Post Mortem - A Third World crisis, such as the seizure of foreign diplomats in Bogota by Columbian terrorists, will be examined in terms of additional resources for collection, processing and production transferred to that problem in terms of the reduction of effort against other targets and projects.

Crisis Anticipation - This effort is to determine the feasibility of selectively focusing collection and production resources on likely crisis spots earlier than traditional I&W. One candidate approach would be through a Crisis Area Watch List (CAWL).

With the data assembled by these studies, an analysis will be conducted relating resources applied to outputs observed.

Part III - Output Valuation and User Satisfaction

The purpose of this part of the study is to assess the value of the intelligence outputs in the Third World in the context of user derived estimates of product usefulness and in relation to the satisfaction of the intelligence requirements identified in Part I. An important part of this effort will be a survey of previous community analyses of Third World collection and production adequacy and user satisfaction. This will include not only a review of RMS studies such as the Contingency and special collection efforts but also available analyses from NFAC, DIA, and other community components.

This effort will be achieved in a series of steps designed to produce actionable analysis for program review, and will involve cooperative effort by RMS with CT and other community components.

1. An assessment of the extent of current satisfaction of Third World intelligence needs.
 - (a) Survey of Third World NIOs and DNIOs.
 - (b) Review of FOCUS studies, post mortems and other existing community assessments.
 - (c) NFAC review of critical intelligence deficiencies in the Third World.

2. Identification of major collection and production deficiencies.

SCHEDULE:

Parts I and II will be completed concurrent with the related studies, with the greatest effort expended in the late spring.

STAFFING:

2.0 manyears for Parts I and II

Project Leader:

Analysts:

25X1

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29 Oct 1980

25X1

TOPIC: Third World Umbrella

REASON: Continuing need to increase Third World capability within real resource constraints.

OBJECTIVES: The purpose of this study would be to assess intelligence resource productivity and effectiveness in the Third World to provide a basis for reviewing alternatives for improving Third World intelligence in order to provide rankings for these improvements in support of FY83 program review.

APPROACH:

1. An important part of this effort will be a survey of previous community analyses of Third World requirements, current collection and production adequacy and user satisfaction. This will include not only a review of RMS studies such as the SAI, NDC, Contingency and special collection efforts but also available analyses from NFAC, DIA, NCPO, CT, etc.
2. This effort will be achieved in a series of steps designed to produce actionable analysis for program review.

Step I. Defining intelligence needs in the Third World.

- (a) Routine
- (b) Crisis
- (c) Military Contingency Support

Step II. An assessment of the extent of current satisfaction of these needs.

- (a) User survey
- (b) Post mortems
- (c) Producer survey
- (d) Extent community assessments
- (e) Product survey

Part of this will include the identification of major deficiencies.

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Step III. What are we spending to produce the intelligence and how is it broken down between various collection and production systems and what are their relative productivities?

- (a) SAI political/economic
- (b) White production paper
- (c)

Step IV. What are the alternatives for addressing the deficiencies cited?

- (a) Initiatives previously proposed
- (b) Data call to programs
- (c) Discussions with users, producers, collectors

Step V. Analysis of alternatives

- (a) Production
 - Routine) Political
 - Crisis) Economic
 - Mil Contingency) Military
- (b) Collection
 - COMINT)
 - Routine) AAC
 - Crisis
 - Mil Contingency)
 - HUMINT
 - Imagery

Objective will be to find quantitative expressions of value for each alternative and imbed these vaues in a larger structure that will facilitate comparative evaluation.

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3. This study will integrate the several concurrent studies that relate to the effectiveness and productivity of resources devoted to intelligence collection, processing and production in the Third World. These input studies although free standing will be structured to be compatible with each other for achieving cross-program objectives. Compatability will be achieved through use of consistent time frames (FY80) and data format as described below. The other studies include:

DDO Trend Analysis - identifies by country, trends in resource inputs applied to various activity categories at the station level. Also identifies, by country and quality category, raw counts of agent reporting for national and local support functions.

25X1 identifies by country, the marginal productivity of all COMINT resources applied to the country and the marginal contributions.

Production Output Study - identifies by Third World country, intelligence product counts by category (NIE, periodical and a periodical publications and special reports) from NFAC, DIA, NSA and State Department and resources in terms of analysts, linguists and raw intelligence inputs devoted to each target.

Post Mortem - several Third World crises will be examined to identify the resource implications of the crises and survey the intelligence analyst/policymaker community with respect to the usefulness of various kinds of intelligence collection. HUMINT and COMINT reporting will be traced back to specific reporting units to illuminate specific collector contributions.

The umbrella effort will integrate these independent, but compatible, analyses on the Third World for the purpose of assessing total intelligence resource productivity in the Third World in the context of user derived estimates of product usefulness.

STAFFING:

2.0 manyears

25X1 Project Leader:

25X1 Analysts:

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